

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 1: Provide and communicate clear vision, guidance and direction in a timely manner.

A. Communicate the mission, vision, and value to customers, staff and stakeholders.

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

The mission, vision and core values are currently published through various publications, they are being designed into posters for offices and the Internet and Intranet sites.

B. Provide Leadership support for all strategic plan activities, review organizational performance and progress regularly.

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

All strategic plan activities have been assigned to lead staff for implementation, with periodic progress reports completed. An annual assessment is conducted to review the agency's overall performance in key areas.

Goal 2: Advocate for the needs of individuals with disabilities.

A. Develop and implement a marketing plan, that includes staff at all levels in identifying target markets, such as business, general public, underserved and underrepresented groups, secondary schools, etc.

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

An integrated marketing and communications plan has been developed and is under final revision with LT. Will meet initiation date of 6/30/04

**DVR Strategic Plan
May, 2004
Progress Report**

B. Develop and implement an advertising campaign ensuring marketing media represents state and local levels.

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

We have developed and implemented a plan with our marketing media (material) representing state and local levels. That was done with the new design of our new look, logo, color scheme and introducing the use of photos of our customers. With those we established a branded message to all of our marketing material. We have promoted our services to a broader audience with our press releases and through the involvement in the DSHS communications team, our annual report goes to a broader audience locally and nationally and with the new design of our website and the current revisions that has become a more "user friendly" site to reach our audiences.

C. Conduct outreach to promote DVR and its results to the Legislature and stakeholders.

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

DVR is preparing policy level requests for additional funding for the POG teams and eventually the legislature. The requests outline DVR performance and constraints due to inadequate funding. DVR publishes the strategic plan and progress reports on its internet site.

D. Assist underserved and under represented disability communities in strengthening their leadership and developing support systems

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

E. Identified underserved and under represented communities activities are summarized and reported at end of each fiscal year

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

F. Involve the Rehabilitation Council to solicit information from customers and adv for individuals with disabilities

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Began working with the Rehabilitation Council to help them develop a survey. The Council has delayed continued work until staff can be hired to replace the Council staff that left.

G. The marketing plan and advertising campaign is evaluated annually to ensure relevance and assess progress

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

An integrated marketing and communications plan has been developed and is under final revision with LT. Will meet initiation date of 6/30/04

H. Improve the provision of transition services under the Rehabilitation Act and IDEA

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

The Transition Policy outlining the staff guidelines for the provision of high school transition services has been completed. The Transition Policy was published in the DVR Manual in May, 2004. A brief Transition Overview training from the national and local perspective was provided to all DVR units. A comprehensive Transition training will be provided to all Transition VRCs and VRSs.

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 3: Create and promote leadership within DVR

A. Coordinate activities and evaluate progress of the leadership development programs such as the leadership cadre, OU Leadership Academy, Emerging Leaders program, and mentorship activities

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Proposal for revisions to leadership development plan have been reviewed by Mike and the proposal will be shared at the next Leadership Team meeting in June.

B. Implement a recruitment plan which seeks out and employs staff who have the qualities and skills necessary for the future

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

During the last year we visited 10 schools and participated in 2 national conferences to recruit students. We also implemented a quarterly recruitment newsletter that is sent to students and professors. We have had a very strong response and interest in employment and internships from students in Oregon and California.

C. Implement the DVR succession plan which develops the skills and potential of staff to meet the needs necessary for DVR to fulfill its mission

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

Plan has been approved by Mike and has been shared with the leadership team. A copy of the succession plan is available by contacting Tonia Sugarman

D. Develop systematic ways to obtain staff input for organization decisions so that decisions are made at the earliest stage possible and provide training for management to implement the systems

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

New policies are routed to managers and supervisors for review and comment prior to final approval and implementation.

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 4: Provide leadership to prepare for and implement Ticket to Work legislation

A. Conduct outreach and educate ticket holders on ticket usage

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Established a toll free line for ticket holders to call with questions. Design two brochures, one for adults, one for transition students that are used systemwide. Placed information on DVR's website for Ticketholders. Co-sponsored seven resource fairs on Work incentives statewide for both Ticket holders and professionals

B. Provide staff training and on-going communication on Ticket to Work

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Statewide training is completed. Ticket staff send out information on updates about ticket every six weeks. Ticket staff visit offices to provide TA weekly.

C. Partner with Employment Networks to effectively serve ticket holders

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Template for MOUs is designed. Just starting to work with ENS. Wrote and submitted a grant to SSA to obtain upfront funding to support ENS and address the problem that many ENs in our State are not taking Tickets due to the poor reimbursement system.

D. Provide information on the benefits of HWD Program and other incentives of Ticket to Work to constituents

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

See progress for Strategy A. Partnered with the MIG grant to provide information on HWD to all staff

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 5: Share the strategic plan with constituents and monitor progress on strategic plan goals

A. Distribute the strategic plan to all staff and annually report progress on strategic plan goals, including detailed charts/graphs, etc. on serving minority groups and underserved populations

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

This strategy will always be ongoing. The Strategic Plan is published annually and made available to all staff and stakeholders. In addition, the plan is made available at Town hall meetings and SRC quarterly meetings. We are currently developing a variety of ways to report information on ethnic minority groups and underserved populations.

B. Make the annual progress reports available on the DVR web site for customers and stakeholders

Progress Status:

- ☒ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Annual progress reports to be provided to the Web Content Manager for posting on the DSHS/DVR Internet.

C. Develop and implement a mechanism to annually obtain customer, staff, and stakeholder input

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Each year, staff representatives and stakeholders participate in meetings to review and revise the strategic plan. In addition, 2 customer focus groups are held to obtain customer input.

D. Evaluate and report progress to staff and the SRC on a quarterly basis

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

This strategy will always be ongoing. A report to the SRC is a regular part of each quarterly meeting.

**DVR Strategic Plan
May, 2004
Progress Report**

E. Assess progress for consistency with customer requirements

Progress Status:

- ☒ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

DVR strives to adhere to some customer standards but customer requirements have not been studied or tested from the customers' perspectives. Customer forums held to fulfill other activities in the Strategic Plan should help build our knowledgebase and facilitate progress on this strategy.

F. Annual review and update of the strategic plan by the Leadership Team

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

The Leadership Team reviews and updates the strategic plan every year, using the input of staff, customers, and stakeholders. This year's plan will be reviewed by the Leadership Team in September.

Goal 6: Provide excellent customer service in a welcoming and accessible environment

A. Conduct an accessibility assessment at each DVR office using the instrument developed for WorkSource offices and develop a plan to improve access as needed

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

The office accessibility assessments are scheduled to begin June 21, 2004 and continue until Feb 2005.

B. Develop and implement alternative methods to increase customer availability to staff (e.g. on-line applications, extended business hours, etc.)

Progress Status:

- ☒ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

C. Incorporate exceptional customer service training in all training opportunities

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Staff are being trained in the Rehab Academy and re-enforced in follow-up training to on the creation of a welcoming environment. The accessible environment will be addressed in the pending DVR office assessments.

D. Use customer and vendor feedback at various stages of the rehabilitation process (including the waiting list) to identify areas for improvement

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

A customer survey has been implemented for customers closed, after plan. The Rehabilitation Council is in the process of soliciting information from customers in the stages of the rehab process. DSHS Research & Data Division is surveying vendors and customers. The QSC and the Leadership Team have reviewed customer data, identified areas for improvement and is currently in the process of implementing strategies to improve those identified areas.

E. Make computers available for customers to access vocational information

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

F. Work with facilities to ensure adequate space for customer service, including privacy for counseling staff in a visible and easily identified location

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Work with facilities to ensure adequate space for customer service, including privacy for counseling staff in a visible and easily identifiable location (V. Ivey)

We are currently identifying and taking remedial actions to provide proper signage for all DVR Offices statewide. Many offices will receive updated signage during remodel or relocation. Many offices have the proper signage and will not be re-signed. Judging from our inquiry response regarding signage, about 50% of all DVR field offices will receive either interior or exterior signage. At this point I would project signage changes will be complete by 07/2005. (Val)

G. The Leadership Team reviews customer feedback data, identifies and develops plans to address areas targeted for improvement, and reports annually

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

See Strategy D above

**DVR Strategic Plan
May, 2004
Progress Report**

H. Print information is available in different languages

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

To ensure that customers receive information about DVR services in their native language, DVR publications will be translated and available in hard copy or pdf file consistent with the WAC. Current schedule is to translate new publications within 6 months of English publishing to ensure that all revisions are accurate prior to translating. DVR has a number of forms translated into several different languages. This includes both case management forms and those for staff use. They are available through the DSHS Forms website in a variety of formats.

I. Conduct focus groups in rural and urban settings

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Two focus groups are conducted each year to obtain information from our customers for strategic planning purposes. In August , 2003, one focus group was conducted in Moses Lake, another in SeaTac. Data from the meetings was shared with the strategic planning representative group for consideration in strategic planning.

Goal 7: Promote self-determination and informed choice

A. Develop alternative procurement methods for services

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Direct pay is available for higher education costs. A work group is evaluating direct pay to consider its application to a broader array of services, and looking into other potential methods, such as debit cards or smart cards.

**DVR Strategic Plan
May, 2004
Progress Report**

B. Provide information about VR services and processes in a format that the customer can understand and be actively involved, including audio/visual media, CD ROMs, the internet and other formats that are necessary to access information

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

As part of the integrated marketing and communications plan, a strategic communication effort is underway to ensure accurate and consistent dissemination of information to customers, that they can easily access and understand. This effort includes, revision of all publications, media releases, revision of website, communications portfolios for staff and training for staff on communicating organization values. This effort is ongoing.

C. Develop new ways for customers to develop their own IPE and provide orientation to DVR partners annually on IPE process, including video and booklet for IPE development (CD ROM with forms)

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Work is in progress for two options. 1. Develop a curriculum that can be shared with advocacy groups and parent groups. Currently researching other state practices. 2. Develop a pilot for group training on developing an IPE followed by trainee's presenting their developed plan to the peer group for feedback prior to sharing with the VRC.

D. Produce benefits planning for customers

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Hired two full time benefits planners that provide support through out the state.
 Conducted two benefits planning trainings to a total of 50 staff. Coordinating to have benefits planning information on the Ticket to Work section of the intranet

**DVR Strategic Plan
May, 2004
Progress Report**

E. Access available WorkSource disability related funding to develop and maintain peer support/peer facilitated work readiness classes for customers on the OOS wait list

Progress Status:

- ☒ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

We are still attempting to access external funding to make this an ongoing viable option for customers.

F. Sponsor "Career Days" for customers to include options for careers, assistive technology, training, service providers, etc.

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

G. Partner with schools to educate customers on self-determination

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Planning the development and implementation of training for Transition VRCs, Transition teachers and Special Ed. Directors. The training will improve collaboration and understanding between systems to enhance customer self-determination.

Goal 8: Improve the quality and diversity of employment outcomes

A. Increase DVR's relationships with businesses to facilitate more job placements

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Provided inservice training to WorkSource Center staff, employees of Nordstrom, Washington Mutual Bank. AT&T Wireless, Western Wireless-Cellular One, Starbucks, Tacoma Community College, South Puget Sound Community College and Girl Scouts of America on the Employment Provisions of the Americans with Disabilities Act.

**DVR Strategic Plan
May, 2004
Progress Report**

B. Develop supporting infrastructure to encourage self-employment

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

The following has been completed in support of this goal:

- 1) DVR Self-employment policy was rewritten and implemented.
- 2) A statewide distance consulting project with Western Washington University's Small Business Development Center was funded by DVR.
- 3) As part of the WWU/SBDC statewide distance consulting project a DVR specific web page was constructed to act as a clearinghouse of self-employment resources for DVR staff and customers.
- 4) As part of the clearinghouse web page, "Ask a Pro" is a free service where DVR staff can ask self-employment related questions and get on-line responses from WWU/SBDC Business Development Specialists.
- 5) Six DVR offices have been identified as portal sites to participate the web camera distance consulting project: Sea-Tac, Lacey, Wenatchee, Yakima, Spokane and Bremerton. Tests have been completed and implementation will begin this summer.

C. Increase DVR's relationship with Washington's corporate leadership

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Collaborated with corporate officials at Washington Mutual Bank to nominate this employer for the US Department of Labor's - New Freedom Initiative award for their decade of commitment in partnering with public VR and employing individual's with disabilities within their workforce.

**DVR Strategic Plan
May, 2004
Progress Report**

D. Encourage customers to enter careers that will provide them with the opportunities for career advancement and have good wages with benefits

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

E. Pilot a project to study feasibility of having dedicated FTEs to job development/placement

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Initial meeting with Don/Dud on May 21.
 Next step to meet with Dud and identified staff to be involved. Staff identified are from Yakima and Wapato Units: Francisco Felan, Wanda Owens and Pablo Villareal.

F. Make assistive technology systematic throughout the rehabilitation process

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Working with ATAP staff to ensure that they market their services to staff and promoting to all staff that all ATAP issues go to our in house experts first

G. Continue and increase partnerships with WorkSource to facilitate more job placements and accessibility for persons with disabilities

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Wrote and are jointly submitting a grant to provide customized employment through out one entire WorkSource region.
 Clarified DVR's role within the WorkSource centers with DVR Staff

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 9: Provide timely and effective services

A. Obtain customer input through surveys and focus groups

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

All customers who are closed, after plan, are surveyed. Two focus groups are conducted each year to obtain information from our customers for strategic planning purposes. In August , 2003, one focus group was conducted in Moses Lake, another in SeaTac. Data from the meetings was shared with the strategic planning representative group for consideration in strategic planning.

B. Develop on-line applications

Progress Status:

- ☒ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

C. Develop on-line assessment tools

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Vocational Assessment Software has been purchased and will be deployed by the end summer 04. Training will be initiated when software is deployed.

D. Develop new methods to manage cases to increase cases moving through the rehabilitation process

Progress Status:

- ☒ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

E. Obtain individual office space with wall and door for counseling staff to ensure confidentiality and safety for both customers and staff

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

I have recently been advised by the DSHS, Chief Administrative Officer that she will be seeking further review of DVR's request for individual office space for all counseling staff. This review will be done using the Assistant Secretary's from all the other Administrations. The outcome of the review will be used to determine justification of DVR being given this space standards waiver.

F. Ensure consistency in training

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Curriculums have been developed for all DVR classes. A train the trainer strategy is utilized to ensure consistency when multiple sessions of a class are offered. Training offered is based on training needs assessment data.

G. At the state leadership level, monitor local offices to ensure they are giving correct and consistent information

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

As part of the integrated marketing and communications plan, a strategic communication effort is underway to ensure accurate and consistent dissemination of information to customers, and staff at local levels. Conducted 12 training sessions for all local DVR offices regarding new ESP Contract Procedures. Developed ESP Questions and Answers (Q&As) for consistent application by all DVR and ESP contractor staff alike. Developed strategy with the Deputy Field Chiefs and SO to assure consistent communication to all field staff regarding ESP contacts.

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 10: Collaborate with partners and stakeholders for customer benefit

A. Selectively expand the variety of VR service providers to meet customer needs

Progress Status:

Progress/Results:

- ☒ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

B. Maximize use of comparable services and benefits through more effective partnerships

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Currently in the process of initiating the recommendations made by the QSC. Activities in process include: updating the manual to implement a broader definition of comparable services & benefits (CSB); developing a resource directory for our internet for staff, customers, and stakeholders; reviewing and revising publications to reflect intent of recommendations; designing and delivering curriculum to train/emphasize CSB; and creating a tracking method in STARS.

C. Develop mentoring/role modeling system to provide peer support for customers

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Terry Redmon and Dona Fuerst have obtained a training curriculum that will be used for customers to mentor and support each other. They shared the model with several offices but have not yet implemented the use of the model.

**DVR Strategic Plan
May, 2004
Progress Report**

D. Involve families in the rehabilitation process

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Kay Henderson, RT2 and student in the WWU Rehabilitation Counseling Master's Degree program, is developing a Leadership Cadre project dealing with family involvement in the rehabilitation process starting July, 2004 that will involve researching best practices and proposing recommended activities to DVR leadership. R. Ward will facilitate a discussion at next Area 1 VRS meeting to gather input into suggested activities.

E. Collaborate with tribal VR leaders to enhance employment outcomes for American Indians, including review and modification of interagency agreement with Washington State 121 VR Programs

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

F. Work with specific disability communities to improve employment outcomes and services

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Outreach in the Latino community to increase referrals to DVR, and improve services to that community.

G. Work in partnership with the Workforce Investment system and employment networks to actively involve individuals with disabilities

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Helped one WorkSource Development area become an employment network. Currently working with two WorkSource Councils to expand services to individuals with disabilities. Providing a one day training to assist DVR staff on how they partner with WorkSource

**DVR Strategic Plan
May, 2004
Progress Report**

H. Ensure that VR staff fulfill their commitments with local Workforce Boards, memoranda of understanding are reviewed annually, and that DVR is proactive to maximize partnerships with WorkSource resources for our customer's benefit (e.g. labor market information, assessment tools, job listings, etc.)

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

All except one WDC Boards have a DVR supervisor appointed to the board. The only one remaining needs to replace a retired supervisor. Chiefs monitor ongoing involvement of supervisor interactions on the board. At this point relationships have become routine and ongoing.

I. Collaborate with the Washington State Migrant Council to enhance employment outcomes for migrant and seasonal farm workers, including developing an interagency agreement with section 304 Programs

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

A contract was awarded the WA State Migrant Council for placements out of the Yakima and Kennewick locations. The Migrant council did not successfully complete the placements. Art Garza is continuing to monitor the expectations of the placements contracted for.

J. Implement a system for milestone payments with Community Rehabilitation Programs

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

K. Develop vendor training and clear communication pathways that address DVR expectations and processes

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

Conducted series of 24 statewide training sessions for DVR Employment Service Providers (ESPs) regarding DVR's expected outcomes in terms of "results" of VR service delivery, quality assurance and quality improvement as to be accomplished through national (CARF) accreditation.

Goal 11: Provide regular reports and specialized information and analysis

A. Make reports easier to obtain and user-friendly (e.g. report title communicates report contents, all reports have definitions and explanations of content, etc

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

This is an on-going effort. Currently reports are available as web-based documents and the data is reported in real-time.

B. Provide specialized reports to VR supervisors and managers to meet their unique needs

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

A process is in place to provide specialized reports as needed.

C. Study business needs, future trends, and the rehabilitation profession

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Collaborating with several Washington State businesses (Nordstrom, Washington Mutual Bank, Starbucks, Safeway, Microsoft, Western Wireless) to attend the 2004 National Employment Conference in Washington DC to provide testimony to VR Administrators and policy advisors on business trends and effective VR/Business partnerships here in the State of Washington.

**DVR Strategic Plan
May, 2004
Progress Report**

D. Regularly review case service and expenditure data

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Case service and expenditure data is reviewed on a regularly basis in a variety of venues.

E. Develop a cost allocation methodology that enables the division to more accurately plan for, budget and allocate eligibility and plan service costs

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Researching other states' methodology. Will building on changes proposed to the IPE and will refine the methodology used last year.

F. Find and provide information and tools (e.g. web links) to counselors and customers regarding business needs and future trends

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

This strategy will be completed by July 31, 2004 with the deployment of Job Browser Pro.

G. Ensure that staff in all offices have access to rehabilitation journals

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

H. Establish relationships with businesses to seek trend information and provide information about employing individuals with disabilities

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Collaborating with the Governor's Committee on Disability Issues and Employment to identify Washington State employers for the annual Governor's Awards ceremony held during October Disability Employment Awareness Month. Collaborating with several Washington State businesses (Nordstrom, Washington Mutual Bank, Starbucks, Safeway, Microsoft, Western Wireless) and community service providers to implement the 11th Annual ACCESS (Allying Companies, Communities, Employees with Skills for Success) Job Fair & Technology Resource Expo for people with disabilities that will be held during October Disability Employment Awareness Month.

I. Develop a business advisory council at the state and local levels (implementation set for 2006)

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

J. Work with local Workforce boards to identify trends and employment prospects with local areas

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

Participated on the WorkSource Business Partnership Marketing Committee to help design materials for businesses that emphasize the value of hiring individual's with disabilities and services supports available to help businesses recruit and retain individuals with disabilities in their workforce.

**DVR Strategic Plan
May, 2004
Progress Report**

K. Develop a rehabilitation educators advisory council (or something similar to business relationship)

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

DVR staff are represented on the advisory committees of all rehabilitation counseling masters programs in Region X. I also visit each school at least twice each year to maintain our relationships with rehabilitation educators.

L. Use qualitative case review data to make and improve decisions (e.g. changes in policy, additional staff training, modifications to existing training, etc.)

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Statewide case review qualitative information has been used to address the needed changes in policy.

M. Conduct systemic case reviews on an ongoing basis

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

Internal review are conducted during the year as instructed by the DVR Audit Committee. Completed in first six months was one. Follow up on review completed the prior six months to that.

N. Results of case reviews will be published annually

Progress Status:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Progress/Results:

First six months of this year one office was review and report sent.

O. The Leadership Team will review agency performance and expenditure data quarterly

Progress Status:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Progress/Results:

Case service and expenditure data is reviewed on a regularly basis at Leadership Team meetings.

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 12: Ensure staff get necessary training	
A. Update and implement the DVR training policy (Policy 407)	
<i>Progress Status:</i> <input checked="" type="checkbox"/> Not yet initiated <input type="checkbox"/> In Progress <i>(complete narrative below)</i> <input type="checkbox"/> Completed <i>(Complete narrative below)</i>	<i>Progress/Results:</i> Will be completed by 6/30/05
B. New staff will complete the Rehab Academy within the first 6 months of employment	
<i>Progress Status:</i> <input type="checkbox"/> Not yet initiated <input type="checkbox"/> In Progress <i>(complete narrative below)</i> <input checked="" type="checkbox"/> Completed <i>(Complete narrative below)</i>	<i>Progress/Results:</i> All new counseling staff complete the rehabilitation academy within six months of employment
C. Provide training using technique that minimize travel and time out of the office	
<i>Progress Status:</i> <input type="checkbox"/> Not yet initiated <input type="checkbox"/> In Progress <i>(complete narrative below)</i> <input checked="" type="checkbox"/> Completed <i>(Complete narrative below)</i>	<i>Progress/Results:</i> STARS training is delivered by distance education. Trainers are going to staff rather than having staff come to central location to reduce travel expenses.
D. Ensure supervisor and staff develop a training plan annually	
<i>Progress Status:</i> <input type="checkbox"/> Not yet initiated <input checked="" type="checkbox"/> In Progress <i>(complete narrative below)</i> <input type="checkbox"/> Completed <i>(Complete narrative below)</i>	<i>Progress/Results:</i> All staff will complete a training plan as part of the new evaluation process (Performance Development Plan). Supervisors will be trained and PDP will be deployed in September 2004.
E. Emphasize training on self-determination, informed choice, and poverty issues for customers	
<i>Progress Status:</i> <input checked="" type="checkbox"/> Not yet initiated <input type="checkbox"/> In Progress <i>(complete narrative below)</i> <input type="checkbox"/> Completed <i>(Complete narrative below)</i>	<i>Progress/Results:</i> In planning phase

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 13: Obtain and retain qualified staff

A. Sponsor customers to go through programs which provide qualifications for work at DVR

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Provide all Tribes and Latino community with notices of opportunities within DVR. Ensure that diverse applicants are considered for all Executive Fellow positions.

B. Develop a recruitment and retention program which attracts and retains persons with disabilities and persons who reflect the customers and communities we serve

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

DVR has fully implemented it's recruitment program. Ten schools were visited last year to recruit students. Retention strategies that have been implemented include: staff tuition support to complete degree programs, leadership development, and mentoring.

Goal 14: Improve in-house staff expertise

A. Refine the DVR "talent bank" and identify needed area of expertise and recruit employees for those qualities

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Talent Bank is being used by staff. The next step is to explore the possibility of putting the database on the intranet so that staff can search for mentors on their own

B. Provide Assistive Technology & Assessment Practitioners advanced training in assistive technology and vocational assessment

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Fourteen staff have been involved in program at University of Wisconsin Stout. Program will be completed 12/31/2004.

**DVR Strategic Plan
May, 2004
Progress Report**

C. Make job development training available to staff

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Training for supervisors, counselors and rehabilitation technicians will be completed 9/30/2004.

D. Provide training to counseling staff to assume the purchasing of medically related services for customers

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

Training was provided by Assistive Technology and Assessment Practitioners during 2004.

Goal 15: Encourage professional development

A. Provide tuition assistance for staff to achieve certificate and academic programs

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☒ Completed (*Complete narrative below*)

Progress/Results:

During 2003 to 2004 DVR supported 37 staff to complete degree and certificate programs. The Division will support 27 staff during 2004-2005. Forty two staff have completed degree or certificate programs during 2003- 2004.

B. All supervisors will complete a class in performance management

Progress Status:

- ☐ Not yet initiated
☒ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

Supervisors will be trained by 12/31/2004.

C. Encourage activities in rehab related organizations

Progress Status:

- ☐ Not yet initiated
☐ In Progress (*complete narrative below*)
☐ Completed (*Complete narrative below*)

Progress/Results:

**DVR Strategic Plan
May, 2004
Progress Report**

Goal 16: Improve DVR infrastructure to support efficient, effective services			
<p>A. Assess the system for IT support for staff</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p> </td> <td style="width: 50%; vertical-align: top;"> <p><i>Progress/Results:</i></p> <p>DVR IT staff will develop a survey regarding IT support in August 2004. Survey will be available for staff to complete by September 2004.</p> </td> </tr> </table>		<p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>DVR IT staff will develop a survey regarding IT support in August 2004. Survey will be available for staff to complete by September 2004.</p>
<p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>DVR IT staff will develop a survey regarding IT support in August 2004. Survey will be available for staff to complete by September 2004.</p>		
<p>B. Train staff to learn how to use new equipment as it becomes available, such as laptop replacement to PCs</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p> </td> <td style="width: 50%; vertical-align: top;"> <p><i>Progress/Results:</i></p> <p>Staff have been trained in the use of current computing equipment, e.g., desktop computers replaced with laptops. As technology changes additional training and support will be provided.</p> </td> </tr> </table>		<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Staff have been trained in the use of current computing equipment, e.g., desktop computers replaced with laptops. As technology changes additional training and support will be provided.</p>
<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Staff have been trained in the use of current computing equipment, e.g., desktop computers replaced with laptops. As technology changes additional training and support will be provided.</p>		
<p>C. Obtain input from customers to identify VR processes that could be streamlined and made easier for customers</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p> </td> <td style="width: 50%; vertical-align: top;"> <p><i>Progress/Results:</i></p> <p>Questions to obtain this information will be added to the customer focus groups to be conducted in the summer.</p> </td> </tr> </table>		<p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Questions to obtain this information will be added to the customer focus groups to be conducted in the summer.</p>
<p><i>Progress Status:</i></p> <p><input checked="" type="checkbox"/> Not yet initiated</p> <p><input type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Questions to obtain this information will be added to the customer focus groups to be conducted in the summer.</p>		
<p>D. Research and use national data and trends to improve service systems</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p> </td> <td style="width: 50%; vertical-align: top;"> <p><i>Progress/Results:</i></p> <p>Currently polling other states to gather information about alternative procurement methods being used. Recently collected samples of other states EN agreements to develop Washington DVR-EN agreement for ticket to work.</p> </td> </tr> </table>		<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Currently polling other states to gather information about alternative procurement methods being used. Recently collected samples of other states EN agreements to develop Washington DVR-EN agreement for ticket to work.</p>
<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>Currently polling other states to gather information about alternative procurement methods being used. Recently collected samples of other states EN agreements to develop Washington DVR-EN agreement for ticket to work.</p>		
<p>E. Get and keep policies, manuals, and other written parameters up-to-date and easily accessible</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p> </td> <td style="width: 50%; vertical-align: top;"> <p><i>Progress/Results:</i></p> <p>On-line DVR Customer Services Manual is reviewed and updated every 7 weeks.</p> </td> </tr> </table>		<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>On-line DVR Customer Services Manual is reviewed and updated every 7 weeks.</p>
<p><i>Progress Status:</i></p> <p><input type="checkbox"/> Not yet initiated</p> <p><input checked="" type="checkbox"/> In Progress (<i>complete narrative below</i>)</p> <p><input type="checkbox"/> Completed (<i>Complete narrative below</i>)</p>	<p><i>Progress/Results:</i></p> <p>On-line DVR Customer Services Manual is reviewed and updated every 7 weeks.</p>		

**DVR Strategic Plan
May, 2004
Progress Report**

F. Develop a system to determine how we will evaluate, prioritize and communicate change efforts

Progress Status:

Progress/Results:

- ☒ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

G. Work with other state agencies to streamline “paper” operations (e.g. vendor registration, payment systems, etc.)

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

H. Increase staff field usage of laptop technology to increase customer services provided outside of DVR offices

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☒ In Progress *(complete narrative below)*
☐ Completed *(Complete narrative below)*

Laptop computers have been assigned to all RTs, VRCs, and Supervisors. VRCs have been provided training (by Supervisor or IT staff) in the use of remote access to the required tools, STARS, e-mail, etc. Migration to DSHS Domain will further support the use of Virtual Work Place as a tool to access DSHS/DVR desktop from a remote location.

Goal 17: Ensure measures of progress for evaluation and improvement of all VR processes are developed and implemented

A. Executives monitor targets monthly and use quarterly and annual trends to identify areas for improvement

Progress Status:

Progress/Results:

- ☐ Not yet initiated
☐ In Progress *(complete narrative below)*
☒ Completed *(Complete narrative below)*

Executives within DVR are committed to using data to identify areas for improvement and are consistently using data for decision-making.

**DVR Strategic Plan
May, 2004
Progress Report**

B. Design reports to capture breakout of data by ethnicity to include migrant seasonal farm workers at application, plan and closure

Progress Status:

- ☐ Not yet initiated
- ☒ In Progress (*complete narrative below*)
- ☐ Completed (*Complete narrative below*)

Progress/Results:

Reports which capture ethnicity are being used for the division's diversity plan, and the Director's performance agreement, as well as quarterly and annual diversity meetings held in all regions in the state.